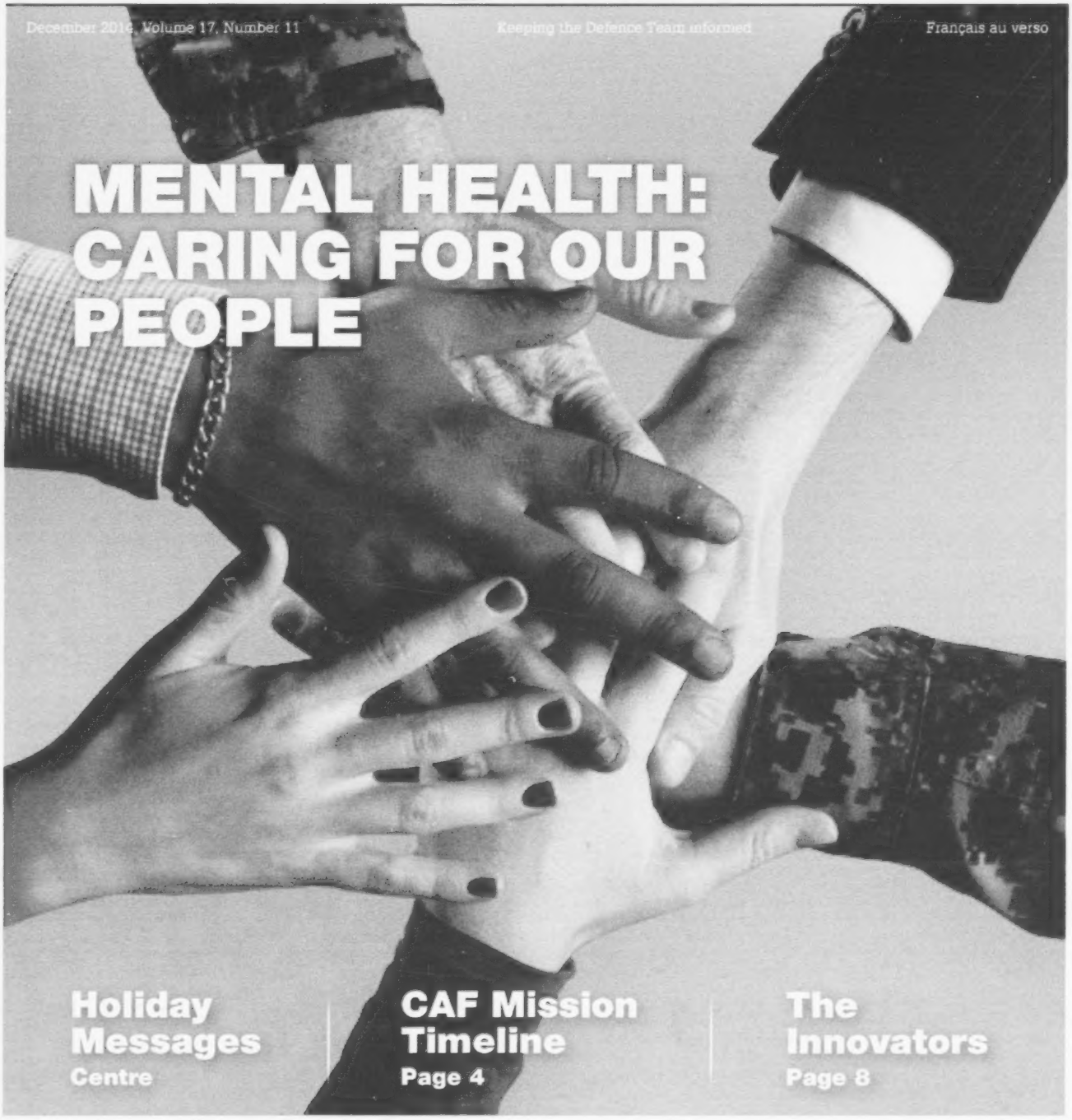
THE Maple Leaf

LA Feuille d'érable



December 2016, Volume 17, Number 11

Keeping the Defence Team informed

Français au verso

MENTAL HEALTH: CARING FOR OUR PEOPLE

Holiday Messages
Centre

CAF Mission Timeline
Page 4

The Innovators
Page 8

Défense nationale National Defence

Canada

2014 HALIFAX INTERNATIONAL SECURITY FORUM

The sixth annual Halifax International Security Forum (HISF) was held in the Nova Scotia capital from November 21 to 23. The prestigious forum, a gathering of thinkers, policy-makers and practitioners from like-minded nations around the world brought together key players from the fields of security and defence to discuss the issues and challenges facing nations across the global landscape today.

The HISF, which began in 2009, is the largest event of its kind in North America, and enables frank and informal discussions among participants on key topics.

One of the secrets to its success, Halifax creates an informal, unscripted, discussion-based atmosphere that encourages interactive and free-flowing exchanges. The Forum gives participants two days without distraction to focus on pressing security issues, conduct bilateral meetings, and network. Simply put, Halifax provides a unique opportunity for informed leaders to learn from each other, share opinions, generate new ideas and put them into action.

HISF has gone from a simple idea, showcasing Canadian views on the world stage, to establishing itself as a premier gathering place to discuss global security issues. Halifax is now recognized around the world for hosting a forum that approaches defence and security challenges in a fresh and engaging way.

HISF hosted more than 300 participants this year, including prominent domestic and international figures from government, military, academia, media, and the private sector.

Topics discussed included the security situation in Eastern and Central Europe, the ongoing instability in the Middle East, terrorism, and the security implications of energy and natural resource shortages, among many others.

"Since it began in 2009, the Forum has been a resounding success and we are proud to be a part of it. Once again this year, we've had the incredible opportunity to exchange frank views on the pressing security concerns of the day," said Defence Minister Rob Nicholson. "The Forum's ability to bring together a wide variety of decision-makers and experts from across the international security community to engage on security and defence issues is what makes it particularly relevant and useful."

HISF also contributes to advancing Canada's international and defence diplomacy objectives, notably by allowing the Defence Minister, as well as other senior DND and CAF officials to host bilateral meetings with key counterparts on the margins of the conference.

Moreover, it provides an opportunity for DND and CAF to reaffirm Canada's defence relationships and priorities such as the *Canada First* Defence Strategy, and showcase Canada's military engagements and global leadership. On full display will be the CAF's contribution to security and defence at home, in the Western Hemisphere and around the world. ◆

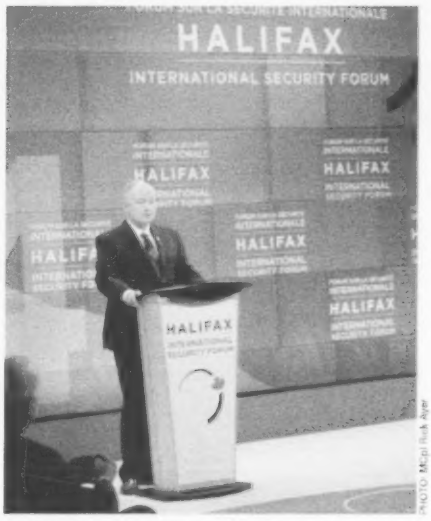


PHOTO: MCpl Rick Ayre

Defence Minister Rob Nicholson, spoke during a discussion session entitled "Fortress North America: How Glorious? How Free?" at the sixth annual HISF in Halifax, N.S.

NORAD JUST MADE TRACKING SANTA EASIER...

North American Aerospace Defense Command (NORAD) Tracks Santa has already begun the countdown to December 24. Join NORAD as they countdown the days to Santa's journey on the NORAD Track Santa app. Watch Santa traverse the globe in real time on Christmas Eve as he distributes gifts to all the world's children!

The Track Santa app features: the countdown to Christmas Eve, maps tracking Santa in real time as he travels the world delivering gifts, videos from NORAD commands, and interesting games and activities.

NORAD TRACKING TRADITION

So how and why did NORAD start tracking Santa? "Where is Santa?" asked a child who, on Christmas Eve 1955, dialed a telephone number that was misprinted in a local newspaper's "talk to Santa" ad.

The call was answered by the commander on duty at the Continental Air Defense Command Operations Center in Colorado Springs. He gave the youngster Santa's whereabouts and instructed personnel on duty to do the same for other callers – and the tradition of tracking Santa was born.

It's a tradition that NORAD has continued since its stand-up in 1958. The NORAD Tracks Santa program has grown immensely since launching online in 1998. The website receives millions of visitors from thousands of locations around the world.

As well, a live Operations Centre is staffed with more than 1,200 volunteers for 25 hours each year: they receive hundreds of thousands of phone calls and e-mails from families around the world.

To track Santa, go to **www.noradsanta.org**.

NEW PROGRAM FOR EMPLOYERS OF RESERVISTS

A new program for civilian employers of reservists was announced November 25, which will provide financial support to employers of Canadian Armed Forces reservists who deploy on operations.

The Compensation for Employers of Reservists Program will provide compensation to employers of reservists who grant their reservist-employees leave to deploy on operational duty. The program, delivered jointly by DND and Employment and Social Development Canada, will fulfill the government's commitment to ensure employers of Canadian reservists have more support when reservists are called upon to serve Canada through military operations.

"Today's announcement is welcome news for Canadian Armed Forces, and indeed all Canadians. Reservists are a vital part of the Canadian Armed Forces, making valuable contributions to operations at home and abroad," said Defence Minister Rob Nicholson.

INCREASED USE OF RESERVISTS

As Canada increased the use of reservists on operations in the mid-late 2000s during the mission in Afghanistan, there was an increased burden placed on employers, when the reservists were absent for long periods, which increased demands of their Reserve Force employees. Employers typically absorb costs of hiring contract or temporary workers, training new or existing employees or paying overtime while their reservist employee is away.

Canada has had a formal Reserve Force employer support program since 1978, and it has operated under the organization known as the Canadian Forces Liaison Council since 1993. The Council encourages civilian employers and educational institutions to grant reservists military leave on a voluntary basis, without penalty, to allow them to participate in their military activities, duties and training.

PROGRAM DESIGN

The Compensation for Employers of Reservists Program was designed based on proposals for employer compensation, a review of employer compensation models of Canada's Allies, in addition to research and consultation with the private sector, and input from Canada Company, which developed a template for funding included in the 2012 Budget.

The program will provide approximately $403 per week for the time their reservist-employee is deployed on operations, in the form of a grant paid to employers at the end of the deployment period.

"The Compensation for Employers of Reservists Program will help offset costs incurred by employers, due to hiring replacements or dealing with lost productivity, when reservists deploy on operational duty," said Minister Nicholson.

PROGRAM ELIGIBILITY

To be eligible, the employer must have an employee who is a reservist serving on a designated CAF operation (international or domestic) for a minimum period of 30 days up to a maximum of 18 months. As well, the reservist must have worked with their employer for a minimum of 30 hours per week, for three consecutive months. Applicants from the private sector, provincial, municipal or territorial governments may apply and be considered eligible but federal government employers are not.

"Reserve employer support directly contributes to the operational readiness of the Canadian Armed Forces. The Compensation for Employers of Reservists Program enhances the existing suite of employer support programs currently in place to ensure that Canada maintains an effective, deployable Reserve Force and that reservists are able to balance the demands of two concurrent careers," said Rear-Admiral Jennifer Bennett, Chief Reserves and Cadets. ◆

The Maple Leaf
ADM(PA)/DGPASP
101 Colonel By Drive
Ottawa ON K1A 0K2

Fax: 819-997-0793
E-mail: +Internal Communications internes@ADM(PA)@Ottawa-Hull internal communications internes@forces.gc.ca
Web site: www.forces.gc.ca
Translation: Translation Bureau, PWGSC

Submissions from all members of the CAF and civilian employees of DND are welcome; submission guidelines can be found on the Defence Team intranet. Articles may be reproduced, in whole or in part, on condition that appropriate credit is given to *The Maple Leaf* and, where applicable, to the writer and/or photographer.

The Maple Leaf is the monthly national publication of the Department of National Defence and the Canadian Armed Forces, and is published under the authority of the Assistant Deputy Minister (Public Affairs).

ISSN 1480-4336 • NDID/IDDN A-JS-000-003/JP-001

COVER:

Visit the new Mental Health section at: dlr-ed.mil.ca/mh-sm/index-eng.asp#tabs-1.

Canada assumes command of COMBINED TASK FORCE 150

HMCS *Regina*'s CH-124 Sea King helicopter deploys flares during a routine flight operation in the Indian Ocean.

HMCS *Regina*'s and USS *Mesa Verde* LPD-19 prepare to conduct a replenishment at sea with USS Laramie T-AO-203 in the Red Sea during Op ARTEMIS.

PHOTOS: Cpl Michael Ishihara

Twenty-four Defence Team members, both military and civilian, were deployed to Bahrain to lead a multinational naval force operating in the Red Sea region. This headquarters took over command of the next rotation of Combined Task Force 150 from December until April 2015.

This deployment represents Canada's most recent contribution to Operation ARTEMIS, the CAF's ongoing support to counter-terrorism and maritime security operations across the Red Sea, Gulf of Aden, Arabian Sea, Gulf of Oman and the northwest quadrant of the Indian Ocean.

"The Canadian Armed Forces helps monitor and protect continental and international waters – making sure that the global trade upon which Canada and the world depend on can proceed without obstruction and free from terrorism and criminal activity. Partnering with like-minded nations like Australia provides an opportunity for Canada to participate in multilateral operations that further develop interoperability within the coalition," stated Lieutenant-General Jonathan Vance, Commander Canadian Joint Operations Command.

Through maritime security operations and regional engagements, Combined Task Force 150 works to deter and deny terrorist organizations from using merchant shipping lanes for smuggling weapons, illicit cargo and narcotics while ensuring the safe passage of merchant ships in some of the busiest shipping lanes in the world.

"Canada is honoured to have been selected to command Combined Task Force 150 and share this responsibility with the Australian Defence Force. Our government recognizes the threat terrorism poses around the globe, and we will work with our allies to deter terrorism, enhance global security and degrade terrorist organizations wherever they may operate," said Defence Minister Rob Nicholson.

Command of Combined Task Force 150 is rotated between participant nations on a four- to six-month basis. Command was previously assumed by Pakistan. ◆

OPERATION SIRONA: CAF to help fight Ebola outbreak

The 2014 Ebola virus disease (EVD) epidemic is the largest in history, affecting multiple countries in West Africa (WA), particularly Guinea, Liberia and Sierra Leone. International efforts are aimed at assisting these countries in containing the outbreak.

In response to a direct request from the World Health Organization (WHO) and the government of Sierra Leone for assistance in containing the outbreak, the United Kingdom's Operation GRITROCK, is establishing treatment units, care units, and training facilities.

OPERATION SIRONA

The Canadian Armed Forces (CAF) mission is called Operation SIRONA and in augmenting the UK Op GRITROCK, will focus efforts in Kerry Town, Sierra Leone, treating suspected and confirmed cases of Ebola in local and international healthcare workers.

Up to 40 CAF healthcare and support staff will deploy to Sierra Leone in support of the Government of Canada's whole-of-government response to fighting the Ebola outbreak in WA. Canadian military doctors, nurses, medics and support staff will augment the UK military medical personnel operating at the UK's Kerry Town Treatment Unit (KTTU) in Kerry Town, Sierra Leone. Prior to deploying to WA, CAF medical personnel will receive the same training as their UK counterparts at the Army Medical Services Training Centre in Strensall, UK.

The initial deployment into Sierra Leone will commence late December and will be preceded by comprehensive training which will allow CAF personnel to safely and effectively augment UK military medical personnel operating at the KTTU.

CAF personnel will be fully trained on the use of personal protective equipment required to keep staff safe and to prevent infection.

PHOTO: Peter Mackie

MISSION AND TRAINING

Canadian military doctors, nurses, medics and support staff will work alongside their UK military partners to treat local and international health care workers who have been exposed to the Ebola virus disease. The goal of the UK mission is to fight Ebola by providing local healthcare support and to build a capability that will be handed to NGOs and local healthcare workers to manage and staff.

CAF personnel began training on December 8 alongside their British counterparts at the state-of-the-art British Army Medical Services Training Centre in Strensall, UK. Training together will ensure full interoperability prior to deployment.

Training will include working with experts in infectious disease, including Ebola, and with health workers with experience working in Sierra Leone, as well as practical scenarios in a simulated Ebola treatment centre. Training will also encompass cultural awareness and language training.

CAF personnel will be fully trained on the use of personal protective equipment required to keep staff safe and to prevent infection.

Scheduled to be operating in Sierra Leone by December 28, the initial deployment is expected to last up to six months for command and support staff. The Canadian military health care personnel will be rotated every two months during the deployment. ◆

CANADA DONATES NON-LETHAL EQUIPMENT TO UKRAINE

On November 26, Defence Minister Rob Nicholson announced that in response to a request from Ukrainian President Petro Poroshenko, Canada will provide further non-lethal military equipment to the Ukrainian Armed Forces.

The donated military gear will include equipment such as tactical communications systems, explosive ordinance disposal equipment, tactical medical kits and night vision goggles. National Defence will deliver winterized kits to expand the capabilities of the Ukrainian Armed Forces.

The donation from National Defence, deemed surplus by the CAF, includes approximately 30,000 coats, 30,000 pairs of pants, 70,000 pairs of Gore-Tex boots and 4,500 pairs of gloves.

"Our Government is committed to supporting the Ukrainian people as they fight for democracy and the sovereignty of their country in the face of the Putin regime's military aggression. These contributions are a clear demonstration of our support for the people of Ukraine, and their pursuit of a secure and stable future," stated Minister Nicholson.

DONATION TRANSPORT

The first shipment was transported via Royal Canadian Air Force CC177 Globemaster and arrived the end of November. The remainder of the equipment will be transported by a separate sealift.

This donation is in addition to the $5 million in non-lethal military equipment the government has previously donated to the country and is expected to enhance capabilities of the Ukrainian Armed Forces.

The CAF's response in support of this request promotes security in Central and Eastern Europe, and demonstrates Canada's steadfast commitment to our allies in the region.

FACE OF OPERATIONS

OP IMPACT
MISSION TIMELINE

Operation IMPACT is the Canadian Armed Forces' (CAF) support to the Middle East Stabilization Force (MESF) – the multinational coalition against the Islamic State of Iraq and the Levant (ISIL) in the Republic of Iraq.

MISSION TIMELINE:

- **June 2014** – The Islamic State militant group, known as ISIL, captured Iraq's city of Mosul. The religious extremists offered all non-Muslims an ultimatum to convert to Islam, pay a religious fine, leave the city or be executed. Since then, ISIL has expanded its territorial control in Iraq.
- **August 7** – United States President Barack Obama authorized targeted military intervention in Iraq.
- **August 10** – The Canadian government committed $5 million in aid to assist displaced Iraqis.
- **August 28** – The first delivery of military supplies by the CAF was successfully delivered to security forces in Iraq. An RCAF CC-177 Globemaster III transported approximately 16 metric tons of military supplies donated by the Republic of Albania.
- **September 5** – Prime Minister Stephen Harper announced the deployment of several dozen members of the CAF to Iraq to join the U.S. in advising the Government of Iraq on how to enable security forces to be more effective against the threat posed by ISIL.
- **September 18** – The first CC-177 Globemaster delivery of military supplies donated by the Czech Republic took place.
- **September 19** – Canada received a request for additional military support against ISIL from the U.S. Government.
- **October 7** – Following a debate and a vote in the House of Commons on the CAF's role in international efforts in the fight against ISIL, the Government of Canada announced that the CAF would contribute to the coalition in the conduct of airstrikes aimed at degrading ISIL's ability to carry out military operations against the people of the Republic of Iraq, while continuing its non-combat measures. The CAF mission was extended for up to six months.
- **October 28** – All ATF-I air assets (aircraft, aircrew and supporting personnel) arrived in Kuwait.
- **October 30** – Two CF-188 Hornets, one CP-140 Aurora and one CC-150T Polaris conducted their first missions. The two CF-188 Hornets did not drop any bombs.
- **November 2** – CF-188 Hornets conducted Canada's first combat airstrike on ISIL targets.
- **November 11** – A Canadian CF-188 Hornet successfully struck an ISIL artillery piece by using laser-guided munition. The artillery piece was initially spotted in a tree line from where it had been firing shots.
- **November 17** – During this first Canadian participation in a pre-planned strike, the Canadian fighter jets conducted airstrikes on an ISIL warehouse facility used to shelter improvised explosives device (IED) manufacturing activities. A CC-150 Polaris conducted air-to-air refuelling and delivered an estimated 13 metric tons of fuel.
- **November 19** – Two CAF CF-188 Hornet fighter aircraft successfully conducted pre-planned strikes against ISIL fighting positions. The CAF CC-150T Polaris assisted with refuelling.

RCAF CF-18 fighter jets taxi on the runway in Kuwait.

CAF members work in one of the newly constructed Joint Task Force tents at the Canadian camp in Kuwait.

A CAF member reinforces concertina wire around the Canadian camp in Kuwait.

PHOTO: DND

RCAF ground crew perform post flight checks on a CF-18 fighter jet in Kuwait after a sortie over Iraq.

HMCS *TORONTO* CREW FIGHT FIRE ON PORT VISIT

Six crew members of HMCS *Toronto* responded to a fire and assisted in the evacuation of a building in Antalya, Turkey during a port visit on November 14.

While Lieutenant(N) Samuel Gaudreault, Lt(N) Daniel Willis, Master Corporal Shirley Jardine, Leading Seaman Jean-François Martineau, Corporal Jo Boivin and Able Seaman Chris Richards were dining at a local restaurant, the crew members noticed a fire and rushed to assist.

They used a fire hose, rigged in the street outside the building to cool the structure and actually extinguished the fire. After supporting the evacuation of the building and handing over the scene to the fire department and police, the crew members returned to the ship. Two members of the Air Detachment also assisted with the response.

"HMCS *Toronto*'s crew members, when faced with danger and the possibility of harm coming to our Turkish friends and allies, acted exactly as we expect and know that CAF members will: with professionalism, bravery and selfless courage. It is in such circumstances that the effectiveness of our training is tested and the character of our sailors, soldiers and air force personnel proven," said Major General Chuck Lamarre, deputy commander Expeditionary Operations Canadian Joint Operations Command.

EFFECTIVENESS OF TRAINING

All members of RCN ship's companies are first responders for fire and flood control, which is necessary for shipboard life, especially on board warships, due to the nature of their mission and in the interest of safety and security of those on board.

This incident demonstrated not only the personal fortitude and competence of these particular RCN sailors and RCAF personnel, it also proves the effectiveness of the training provided to sailors to be of the highest calibre both within and without the uniform.

"My officers and crew are professional sailors, which they demonstrate constantly on board HMCS *Toronto*, in their daily work. These men responded instinctively, bravely and selflessly to a dangerous situation. Their fortitude and training are proven. The entire ship's company is very proud to have them as part of the team," stated Commander Jason Armstrong, commanding officer of HMCS *Toronto*.

HMCS *Toronto* is a Halifax class frigate based out of Canadian Fleet Atlantic in Halifax, N.S., with a crew of 250 personnel including a CH-124 Sea King helicopter and air detachment. The ship was in Antalya, Turkey for a short port visit following its participation in the Turkish-led anti-submarine warfare Exercise MAVI BALINA as part of Operation REASSURANCE, held in the eastern Mediterranean Sea. During Op REASSURANCE, *Toronto* is tasked with patrolling the Mediterranean Sea through monitoring shipping to help detect, deter and protect against terrorist activity. ◆

TRAINING TO DEFEND

NORAD CONDUCTS FIRST FIELD EXERCISE IN DECADES

It had been decades since the last North American Aerospace Defence Command (NORAD) field training exercise. That was until, late October when 500 military personnel from the United States and Canada came together at 5 Wing Goose Bay during Exercise VIGILANT SHIELD.

"This field training exercise was truly a great opportunity to get back to a more traditional NORAD mission of airspace defence," said Lieutenant-Colonel Mark Roberts, Air Task Force commander responsible for the portion of the exercise in Goose Bay, which focussed on operational readiness and to conduct live flight training scenarios.

EXERCISE PARTICIPANTS

Over 30 aircraft, including, CF-18 Hornets, F15 Eagles, KC-135 Stratotankers, and E-3A AWACS, were on hand to conduct airspace detection and control for a variety of airborne threats. The field training portion was part of a broader exercise in Canada and the US, which included other command and control training in order to expose personnel to realistic interactions between federal, provincial, and international mission partners.

"It was the first time since the end of the Cold War that NORAD had exercised forward, deploying a large number of American and Canadian military personnel and aircraft within North America," said LCol Roberts. "This year we deployed to 5 Wing Goose Bay, a location where the majority of our American partners had never worked out of, and practiced the full range of capabilities from the fighter jets to the logistical support to ensure we are ready to defend Canada and North America."

PHOTO: Tech/Sgt Brandon Shapiro

Cpl Charles Blais, 3 Wing air weapon systems technician, loads countermeasures on a CF-18 Hornet during Ex VIGILANT SHIELD 15 at 5 Wing Goose Bay, Newfoundland and Labrador.

PREPARING FOR THE EXERCISE

In the week leading up to the flying program, members from 8 Air Communication and Control Squadron from 8 Wing Trenton, and members from the 52nd Combat Communications Squadron from Robins Air Force Base in Georgia, descended on 5 Wing to set up the support infrastructure, ensuring the flying units and the command and control element could effectively operate and communicate.

"As a combined, binational military command, NORAD illustrates the close coordination and operational ties between Canada and the US that support the security of North America. Ex VIGILANT SHIELD 15 absolutely reinforced that relationship," explains LCol Breck Woodard, senior US officer during VIGILANT SHIELD.

"The exercise challenged them to accomplish two of their raisons d'être: operate as a NORAD Forward Operating Location and supporting the training of Canadian Armed Forces and our allied partners various capabilities. They delivered brilliantly on both these fronts." ♣

CANADIAN SOLDIERS TEST THEIR METTLE IN COALITION EXERCISE

Nineteen countries took part in an amphibious exercise, BOLD ALLIGATOR 14, from October 29 to November 10, off of the coast of Virginia and North Carolina. The exercise was led by the US Fleet Forces (USFF) and II Marine Expeditionary Force (II MEF). Members of the 3rd Battalion, Royal 22e Régiment (3 R22eR) focussed on training for potential real world threats and international peace and security, such as regional conflicts, terrorist attacks, natural disasters and war.

"The ability for the Canadian Armed Forces (CAF) to conduct amphibious joint and inter-agency operations in a multinational context is aligned with Canada's defence strategy and, more specifically, with our international crisis response responsibility," said Lieutenant-Colonel Timothy Arseneau, commanding officer of 3 R22eR and commander of the Canadian contingent on Ex BOLD ALLIGATOR.

"While the CAF have limited amphibious capable platforms, Ex BOLD ALLIGATOR gives us the opportunity to develop Landing Force tactics, techniques and procedures, to understand and work with maritime forces, and to confirm interoperability with our key allies."

BATTALION GROUP

Members of B Company, 3 R22eR are part of a Battalion Group that also includes No. 6 Company of the Spanish Marines, a joint Spanish and Canadian reconnaissance element, a Canadian fire support element, snipers and a Canadian Field Engineer section. The Battalion headquarters is on the USS *Arlington* with the Spanish company, while the Canadian company is on the Dutch ship, HNLMS *Johan de Witt*. The Battalion is part of a coalition force commanded by Commodore Rob Kramer, commander Netherlands Maritime Forces.

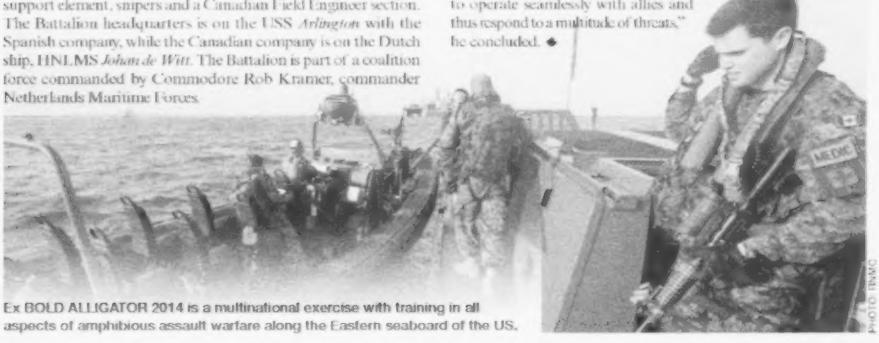
"It is important that we execute a large coalition exercise like BOLD ALLIGATOR," said Cmdre Kramer. "Deployment of a coalition amphibious force is very complex and exercises like this help ensure the interoperability between the different nationalities. It ensures that we can work together as a combined and joint force, that we understand each other, and that we are strong."

EXERCISE SCENARIO

BOLD ALLIGATOR focuses on today's fight with today's forces. The exercise scenario is being conducted in a medium threat, complex and uncertain maritime environment where the opposing forces have a moderate ability to counter coalition entry into and maneuver within the area of operations. The exercise adversary poses a hybrid challenge of both irregular and conventional capabilities.

For Lieutenant-General Marquis Hainse, commander of the Canadian Army, Canada has a vested interest in the security and stability of Canadians and of the international community.

As such, "the Canadian Army strives constantly to maintain multi-purpose, combat-capable forces in order to be ready to execute a wide variety of operations within a joint, interagency, multinational and public environment. Ex BOLD ALLIGATOR helps the Canadian Army and the CAF to enhance its capabilities and maintain the focus towards its ability to operate seamlessly with allies and thus respond to a multitude of threats," he concluded. ♣



Ex BOLD ALLIGATOR 2014 is a multinational exercise with training in all aspects of amphibious assault warfare along the Eastern seaboard of the US.

PHOTO: RNMC

DEFENCE AMMUNITION DEPOT PLAYS STRATEGIC SUPPORT ROLE

The Canadian Forces Ammunition Depot (CFAD), the largest ammunition storage facility in the Canadian Armed Forces (CAF) located in Dundurn, Saskatchewan, plays a strategic role at supporting both domestic and international operations and exercises.

Currently, CFAD employs 37 civilians and 14 military personnel in either the Material Control (MCO) or Material Processing (MPO) Branches. The MCO sections are composed of inventory control, warehousing, and the transit group is responsible for receiving and shipping ammunition at a national level. In contrast, the MPO section is responsible for the maintenance and demilitarization function in CFAD Dundurn.

Mine anti-tank high explosives are prepared for disposal.

At any given time, these sections managed the large scale disposal of obsolete and deteriorating ammunition and the refurbishment of serviceable ammunition, all while simultaneously moving millions of tons of ammunition domestically and international in support of training and operations.

Exercise DUSTY THUNDER

As a means to further amplify the efforts to demilitarizing ammunition, Ex DUSTY THUNDER was created. This two-to-three month exercise focuses on large scale logistical disposal and has run consistently for the last three years, representing a valuable training forum for military ammunition technicians from across Canada. ♣

Canadian Patrol CONCENTRATION 2014

Rappelling from a CH-146 Griffon helicopter, while hovering 20 metres above a wooded area, in sub-zero temperatures, is only the first of many experiences that teams participating in the second annual Canadian Patrol Concentration (CPC) took away from this uniquely Canadian training event. Hosted by the Canadian Manoeuvre Training Centre (CMTC) from November 14-24, CPC 2014 provided an opportunity for Regular and Reserve Force soldiers from across Canada to competitively practice patrolling in an infantry reconnaissance patrol format.

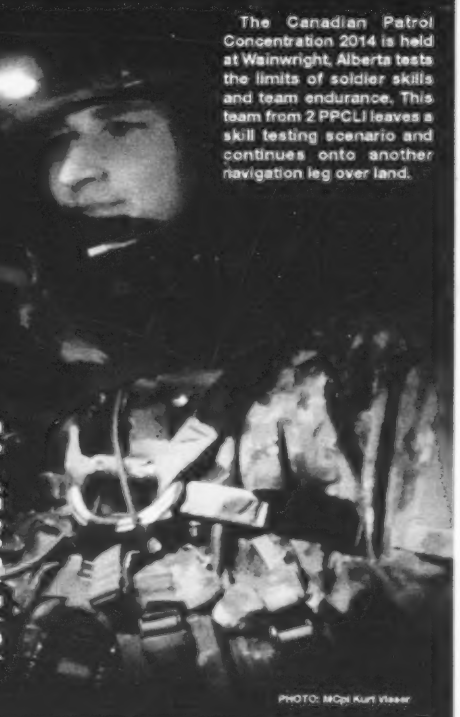
"Employing core patrolling skills in austere conditions, participants were bent, pushed and stretched to their physical and emotional limits," says Chief Warrant Officer Martin Colbert, the formation sergeant major for the CMTC. "In CPC 2014, our soldiers had an amazing opportunity to demonstrate resiliency and to exercise the ingenuity and fortitude that Canadian soldiers are known for."

IMPROVED PATROLLING EXPERTISE

Twenty-four patrols, consisting of eight members each, were required to travel on foot more than 40 kilometres in inclement weather in order to gather information on a notional enemy, such as their size, location, disposition and habits. As the patrols made their way through their mission, how the scenario unfolds depended on how the members of each team conducted themselves and responded to challenges placed before them.

Participants of CPC 2014 returned to their home units with experiences that they can share with their fellow soldiers and, ultimately, improve the overall patrolling expertise across the Canadian Army.

Located in Wainwright, Alberta, CMTC facilitates the design and execution of immersive collective training opportunities for the Canadian Army and the Canadian Armed Forces. This training provides a realistic and challenging full-spectrum, contemporary operating environment, which enables learning and confirmation for designated high readiness forces.



The Canadian Patrol Concentration 2014 is held at Wainwright, Alberta tests the limits of soldier skills and team endurance. This team from 2 PPCLI leaves a skill testing scenario and continues onto another navigation leg over land.

PHOTO: MCpl Kurt Visser

SAR TRAINING

PHOTO: LS Dustin Jagoe

SAR Techs from 14 Wing Greenwood battle the strong current and murky water as they search for a rescue mannequin during an underwater dive exercise on November 19 in the vicinity of Greenwood, Nova Scotia.

PHOTO: MCpl Johanne Martel

A SAR Tech from 413 Transport and Rescue Squadron jumps off a CC-130 Hercules aircraft over 14 Wing Greenwood while loadmaster, MCpl Shane Blandin (left), ensures safety and counts parachutes as they open and Capt Bryan Aubin, navigator also ensures safety during a jump camp held on November 20.

Aboriginal candidates complete the CF ABORIGINAL ENTRY PROGRAM

After a nine-year absence, the Canadian Forces Aboriginal Entry Program (CFAEP) was recently reinstated at the Canadian Forces Leadership and Recruit School (CFLRS) in Saint-Jean-sur-Richelieu, Que. Candidates in the CFAEP, a three-week program for Aboriginals considering a career in the CAF's Regular Force, are given the opportunity to get acquainted with military life before deciding to join the CAF.

During the course, First Nations, Métis and Inuit candidates from nine provinces participated in Aboriginal culture events, such as sharing circles, and military activities, which included weapons training, fitness training, drill and first aid. Candidates also learned about the various career options open to them through visits to various CAF units. To help them integrate into military life, candidates were under the guidance of military instructors and civilian Aboriginal advisors at all times.

"We are very pleased to be giving the CFAEP again at CFLRS. By coming to our school, Aboriginal candidates who decide to enlist get to see exactly what is involved in the Basic Military Qualification (BMQ), the first step in the career of any non-commissioned member or officer who joins the Regular Force," said Lieutenant-Colonel Dave Abboud, commandant CFLRS. "As for those who decide not to enlist, they will have had the experience of a lifetime and go back home with new knowledge and, most of all, new friendships."

The CFAEP ended on November 7 with a military ceremony that incorporated a number of Aboriginal cultural traditions, including the eagle staff, which stood in for the Canadian flag, and an opening prayer by a Mohawk elder. Of the 27 candidates who completed the CFAEP, 20 have decided to pursue a career in CAF and will soon be returning to CFLRS to start their BMQ.

The CFAEP course is offered twice a year, at CFLRS and CFB Halifax. ♦

PHOTO: Cpl Louis Bourret

During the CFAEP, candidates tackled the obstacle course at the Saint-Jean Garrison.

November ANNOUNCEMENTS

November propelled us further into the fall season and the leaves were not the only thing transforming at Defence.

November 5

Another Canadian First World War Soldier Identified

The Defence Team has succeeded in identifying the remains a fifth First World War soldier found in Hallu, France, as Private Sidney Halliday. The Department had previously announced the identification of four of Private Halliday's fellow soldiers in September 2014.

November 6

CDS attends the 2014 Pacific Command Chiefs of Defence Conference

The Chief of the Defence Staff, General Tom Lawson, participated in the 16th Annual United States Pacific Command (PACOM) Chiefs of Defence (CHODs) conference in Brunei.

The PACOM CHODs conference provides a forum for senior military leaders to build and strengthen military-to-military relationships, discuss issues of common interest and promote multilateral co-operation between the militaries of participating nations.

November 7

CAF launch electronic Mental Health Notes

Soon all CAF medical staff will be able to enter mental health data directly into military electronic health records, allowing clinicians wherever CAF members are serving to view assessments and results immediately in a secure and confidential manner. This enhancement to the CF Health Information System will directly improve the mental health care servicemen and women receive.

November 10

Camps named in honour of comrades killed in Canada

CAF members deployed on Operation IMPACT are commemorating two of their locations after the two soldiers recently killed in Canada.

The Air Task Force – Iraq (ATF-I) has been named Camp Vincent, in honour of RCAF Warrant Officer Patrice Vincent. Likewise, the operations base of Canadian Special Operations Forces Command in Iraq is now called Patrol Base Cirillo, in honour of Corporal Nathan Cirillo, a Canadian Army Reserve soldier with The Argyll and Sutherland Highlanders of Canada.

Second World War airmen laid to rest in British Columbia

Four Second World War airmen: Pilot Officer Charles George Fox, Pilot Officer Anthony William Lawrence, Sgt Robert Ernest Lockock and Sgt William Baird, were laid to rest at Royal Oak Burial Park in Victoria, B.C., almost 72 years to the day after they went missing. The Canadian and British airmen were recovered by the DND/CAF earlier this spring in collaboration with the B.C. Coroners Service.

November 12

Contracts awarded to Enhance Satellite Communications

DND awarded contracts to enhance the operational capability of the CAF and global military satellite communications.

Two contracts were awarded for the Mercury Global project. The first contract is for the design-and-build of the Mercury Global anchor stations valued at $59.1 million. The second provides ongoing in-service support and is valued at $8.5 million.

Building on the 2012 announcement of Canada's contribution of $337.3 million, Canada is now entering the anchor segment of the Mercury Global project. The anchor stations will communicate with the Wideband Global SATCOM (WGS) satellite constellation and link them to existing CAF communications infrastructure.

November 21

New Infrastructure at Canadian Forces Base Borden

New construction will begin at CFB Borden, replacing dated defence infrastructure and support a first-class, modern military ready to take on the challenges of the 21st century.

- A new 7,199 m² facility health services centre.
- The new 13,840 m² facility for the Royal Canadian Electrical and Mechanical Engineers School is under construction.
- The 2,220 m² Consolidated Canadian Forces Recruiting Group Headquarters is now completed.

November 24

Successful Modernization of the First *Halifax*-Class Frigates

The Halifax class modernization/frigate equipment life extension (HCM/FELEX), a $4.3 billion program to upgrade and enhance the existing fleet, has successfully modernized the first four Halifax Class frigates. The program has remained on budget and is scheduled to be completed by 2018.

November 25

Royal Canadian Navy on Navy Appreciation Day

The Defence Minister and VAdm Mark Norman issued statements in honour of the Navy League of Canada's Navy Appreciation Day 2014 that took place on Parliament Hill.

EBOLA: ENHANCED PUBLIC HEALTH MEASURES AT BORDERS, CAF IMPLICATIONS

On November 10, the Government of Canada announced strengthened public health measures to further protect Canadians and help prevent the spread of Ebola in Canada.

These changes are part of the government's effort of taking the necessary precautions to prevent the spread of the Ebola virus.

For federal employees travelling to West Africa on work status, please note that the process for returning to Canada is different. Specifically, the new public health measures, which took effect November 10, enhance the healthcare system's ability to detect and appropriately manage any possible cases of Ebola that might arrive in Canada.

Under the new measures, quarantine officers will order travellers with a travel history to Guinea, Sierra Leone or Liberia within the last 21 days to report to a local public health authority in Canada and self-monitor for up to 21 days.

High-Risk Travellers

Travellers with a history of travel to Guinea, Liberia or Sierra Leone without symptoms but who have had direct contact with Ebola patients (e.g. funeral attendants, family contacts of infected individuals, etc.) will be ordered by a quarantine officer to immediately:

- report to a local public health authority;
- self-isolate at home or at a facility for 21 days (and are recommended to stay in proximity to a provincially designated treatment centre); and
- be monitored daily for symptoms, including fever.

Low-Risk Travellers

Travellers with a history of travel to Guinea, Liberia or Sierra Leone without symptoms and with no known exposure to the virus will be:

- ordered to report to a public health authority within 24 hours;
- self-monitor daily for 21 days, including a temperature check twice daily;
- required to immediately report any Ebola symptoms; and
- required to report any planned travel.

Low-risk travellers will not be ordered to self-isolate at home or at a facility.

These measures are subject to change, and we will continue to notify you of any future changes to these measures as the situation develops. The health and safety of all Canadians, including federal public service employees, are of the utmost importance to the Government of Canada.

Potential Biological Threat

With the current Ebola outbreak at the forefront of international headlines and the world now on high alert, it is important for the CAF to understand the implications on the individual and the Forces as a whole and how disease can potentially be a biological threat. Chemical, biological, radiological and nuclear (CBRN) defence is only effective when we identify potential threats and develop mechanisms to combat those threats. The World Health Organization (WHO), the Geneva-based UN health agency, has the international lead on monitoring the issue and we will continue to watch closely as the story unfolds.

CAF personnel prepared, equipped

The Directorate of CBRN Defence and Operational Support (D CBRN D & OS) is focused on providing the CAF with the most appropriate equipment, systems and operational support through the CBRN Omnibus Project. This project manages a group of subprojects that address capability improvement initiatives in the areas of chemical, biological and radiological agent detection, identification and monitoring, hazard management (decontamination), physical protection (general service respirator) and information management (sensor integration and decision support). These projects are all advancing to ensure that the CAF and its personnel are protected by world class knowledge, technology and equipment to deal with CBRN threats, both domestic and internationally.

While the current risk of exposure to the Ebola virus is low in Canada, this crisis clearly illustrates that the threat of exposure to biological agents, be it endemic or intentional, is ever-present in today's world. The mandate of the Directorate is to ensure that the CAF remains prepared and equipped to face potential CBRN threats and will continue to closely monitor the current Ebola outbreak.

Please consult the Ebola virus page for the latest information and government announcements on Ebola.

THE INNOVATORS profiles members of the Defence Team who have demonstrated front-line innovation and ingenuity in their work. Real-life stories illustrate the innovative ideas these groups and individuals had, those which have been implemented and the potential impact proposed new ideas may have on the Defence Team.

THE INNOVATORS: THE PRIVACY TEAM STREAMLINES THEIR PROCESS

If you enjoy reading, as in millions of pages worth of information, you would be right at home with the Defence Access to Information and Privacy (DAIP) group. With over 8,000 privacy requests between April 2012 and March 2013, a significant increase from the previous year, the Privacy Team had a good reason to get innovative with the way they did business.

With an estimated 1,000 ATIP request increases each year, along with limited staff, the Privacy Team made up of senior analysts: Maryse Hébert, Roxanne La Brèche, Chantal Renaud, deputy director operations, Lucie Lamoureux and tasking supervisor Aurel Dubé, developed a Business Process Review (BPR).

Drives for Change

The Privacy Operation was struggling to meet quotas due to a large increase in requests. When more than 6,000 requests are received each year, and over half being carried over to the next fiscal year (FY), something needed to change.

"We have 30 days to complete a request, but we were taking more than 100 days to respond to one request," said Ms. Lamoureux.

So the Privacy Team developed a BPR, along with help of Six Sigma, a data-driven approach and methodology for eliminating defects in any process. Each Six Sigma project follows a defined sequence of steps and has quantified value targets, for example: reduce process cycle time; reduce costs and increasing customer satisfaction.

With help from Six Sigma to alleviate the request backlog, they also improved the process for new requests. This innovation led to the Privacy Team winning a Deputy Minister/ Chief of the Defence Staff Innovation award for their efforts — one they are very proud of receiving.

"We weren't the first group to go through a Business Process Review, with all the change and renewal initiatives taking place, many departments are going through this same process," said Ms. La Breche.

Privacy Group responsibilities

The Privacy group, under the responsibility of DAIP, went through this major BPR in FY 2012-2013 to eliminate a large backlog of privacy cases files and to streamline the administrative process to ensure the most efficient use of limited resources.

"People requesting their own personal information held by us falls under privacy," said Ms. Lamoureux. *The Privacy Act* is one way Canadian citizens or other people living in Canada can access federal government records that contain their personal information.

"We have to read every word, more than 398,000 pages in one year," said Ms. Hébert. "We released two million pages for the Privacy Group last year."

PHOTO: Capt Fraser Clark

Shhh! The Privacy Team: Maryse Hebert, Roxanne La Brèche, Aurel Dubé, Lucie Lamoureux and Chantal Renard.

"We streamlined the process step-by-step and everyone was clear on what had to be done. We had everyone's buy-in and we listened to them to find a solution to make it work better."

–Lucie Lamoureux, deputy director operations

The rigorous effort by staff to reduce the privacy request backlog resulted in 7,589 files being closed and accounted for, an overall increase of 43 per cent from the previous year. The Privacy Group surpassed the BPR's expectations by closing 99.6 per cent of the privacy backlog. The increased number of completed requests has reduced the number of files carried over for this fiscal year by over 20 per cent, which has allowed current requests to be processed in a more efficient manner.

"There was an increase in requests, we believe due to the operations in Afghanistan," said Ms. Lamoureux. "We had a 62 per cent increase in requests ... everything from medical and personnel files, from active and retired CAF members, and family of the decease members to name a few."

Meeting Objectives

Once the BPR was in motion, staff had to review and realign their processes. Their objective was to increase productivity, which in turn would improve client service. As the Six Sigma steps began to take shape, changes big and small started to take place. To put it into perspective, something as simple as stapling the documents had consequences down the line when someone had to take the time to pull them out.

As staff re-aligned their processes and resources, the winning team felt that giving a voice to all employees was their key to success.

"We streamlined the process step-by-step and everyone was clear on what had to be done," said Ms. Lamoureux. "We had everyone's buy-in and we listened to them to find a solution to make it work better."

Privacy request times have improved by more than 60 per cent and the DAIP group is working more efficiently due to a great team effort.

"This award should be shared with the 25 plus people who helped make this process work," said Ms. Hébert.

"It was nice to win the award," said Ms. La Brèche. "We are proud of the work we do and that we're more efficient. And it was a good experience to see how Six Sigma changed our work." ◆

THE COUNTRY'S FIRST GREEN FIRING RANGE

2nd Canadian Division Support Base Valcartier has officially become the first CAF Base to use a green small arms firing range. The new bullet catchers at the Nicosie firing range caught the attention of a number of important project stakeholders during a recognition ceremony on September 9.

Colonel Hercule Gosselin, commander, 2nd Canadian Division Support Group (2 CDSG), is very excited about this project, which is directly in line with the CAF environmental policy and is very important to him. "It's a gift to us here on the base," he said.

The new catchers will minimize the environmental impact of military training, while ensuring that the firing range complies with the Defence Environmental Strategy. The bullet catchers retain metal residue from small arms projectiles to prevent seepage water from reaching the firing range's groundwater flow.

The new bullet catchers are easy to modify and adapt to various weather conditions.

PHOTO: Simon Lebeau

PROTOTYPE ORIGINS

In 2007, Defence Research and Development Canada (DRDC) and the Director of Land Environment began considering ways to create an improved and more cost-effective bullet catcher.

After developing and testing various prototypes, the final design was revealed in 2011 and provided a solution for managing firing ranges in an effective, environmentally responsible way. To reduce the speed of projectiles, steel boxes filled with sand were built and installed on the existing range butts and covered in self-healing membranes. When bullets puncture the membrane, the holes close over on their own. Receptacles developed by Institut national de recherche scientifique (INRS) collect the effluent made up of seepage water, directing its flow toward a treatment system.

VALCARTIER TESTING CATCHERS

Valcartier military members have been training with these catchers for two years already to measure the effectiveness of the self-healing membrane and the cells' impermeability.

The catchers bore these trials well and an independent study found they were 54 per cent more economical than the conventional sand butts after 20 years of use. This level of performance offers a long-term solution for managing metal residues from projectiles and should also reduce the environmental impact to almost zero.

The military members who have tried the catchers had only good things to say about them. They pointed out that the catchers decrease noise considerably on the firing range and do not change the nature of training in any way.

"We are very happy with the results for the Armed Forces," says the DRDC Land Science & Technology Director General, Guy Vezina. "The green firing range project is a great example of multidisciplinary cooperation among a number of organizations, which was undoubtedly the key to this project's success. With one of the best catchers in the world, we are helping to ensure the sustainability of firing ranges."

DRDC scientist Sonia Thiboutot added that many countries concerned about the environmental management of firing ranges are interested in the new bullet catcher design. A number of partners were involved in this project, including the Director of Land Environment, several 2 CDSG units, including firing ranges and training areas, Resource Conservation and the Engineering Branch, Defence Construction Canada, DRDC, and its environmental expert partner, INRS. A final report on environmental performance of bullet catchers will be issued in January 2015. ♦

FROM AIR-TO-SPACE-TO OPERATOR: CONNECTING TECHNOLOGY

Modern imaging and search sensors have a big data problem. They produce more information than can be practically transmitted and analyzed for the development of actionable intelligence. Pilots often have to fly within range of a traditional line-of-sight data link to transfer their surveillance data.

Operators must be able to access intelligence data quickly so that it remains actionable. The goal of the Radar and Imaging for the Land/Littoral Environments (RIFL2E) Technology Demonstration Project (TDP) was to demonstrate the technical feasibility and operational utility of an airborne surveillance platform that is capable of sending data to ground stations over a satellite communications network. The platform also needed to be interoperable with NATO protocols and formats.

"The big data challenge is three-fold," said Anthony Damini, a DRDC scientist and RIFL2E project lead. "When dealing with such high data rates, the transmission, storage and processing of the data into actionable intelligence all need to be taken into account."

DRDC's specialized sensors are capable of producing in excess of 300 Gigabytes per hour of sensor data, far too much information to be analyzed manually. By performing onboard processing and applying metadata to the imagery files and storing them in a database, the information does not need to be catalogued manually by operators, as was required in the past. Operators can now search for the data they need, based on metadata values like location.

SENSOR DATA EXPLOITED BY TECHNOLOGY

The RIFL2E project demonstrated that sensors producing high bandwidth data can be efficiently exploited using currently available and emerging technology to connect and share intelligence. The advantages of the RIFL2E architecture include the transfer and exploitation of large amounts of radar sensor data and high quality streaming imagery.

The trials demonstrated that when satellite communications are used along with intelligent information management there is no need for an aircraft to land and have the sensor data physically transferred to a network, or fly to within the range of a Line-of-Sight data link. This simplifies deployment of airborne surveillance assets like the CP-140 Aurora and minimizes mission preparation time as ground entry stations are not needed for remote locations. All users on the network can publish and subscribe to sensor data using the coalition shared database and always know what data is available from metadata characteristics.

RIFL2E IN ACTION

The RIFL2E project encompassed several demonstrations including participation in both Operation NANOOK and Atlantic maritime trials.

"This project demonstrated high-bandwidth communications between an IRS (intelligence, surveillance and reconnaissance) airplane and the Wideband Global SATCOM network," said Jean-Francois Rivest, DRDC's Director Science and Technology Air. "This was the first time in Canada that we achieved such large data rates, so far north. We were able to stream real-time, encrypted video and perform large, seamless database access from the difficult conditions of the North."

The final RIFL2E flight data was received at NDHQ and viewed using two workstations equipped with the Sensor Command and Control Planning Suite, a tool developed by the Canadian Army. The flight was the result of a direct request from the Directorate of Air Domain Development. Surveillance of the 8 Wing Trenton airfield was performed and sensor data was sent from the aircraft directly to the workstations via the Wideband Global SATCOM system.

The RIFL2E project successfully demonstrated the utility of currently available and emerging connectivity and dissemination technologies for the exploitation of high bandwidth sensors in the context of airborne ISR. ♦

STRENGTHENED MENTAL HEALTH SUPPORT for CAF PERSONNEL, VETERANS and their FAMILIES

The Department of National Defence (DND) and the Canadian Armed Forces (CAF) are taking action to improve the mental health of CAF members, veterans and their families. Once implemented, the strategy will strengthen Canada's world-class treatment, care and research for CAF members and veterans.

Initiatives include the establishment of a major new Operational Stress Injury clinic in Halifax and additional satellite clinics opening in St. John's, Chicoutimi, Pembroke, Brockville, Kelowna, Victoria and Montréal to speed access to mental health services for those with mental health injuries.

These initiatives, which amount to an investment of approximately $200 million, have been developed collaboratively by the DND, Veterans Affairs Canada (VAC) and Health Canada. They reflect the most innovative thinking and evidenced-based approaches to mental health and suicide prevention, leading to world-class care and treatment for mental illness and injury.

Canada's women and men in uniform are among the best in the world. Yet no military member is immune to the effects of combat, and the demanding rigours of military life can be a source of mental and emotional stress for the military community.

"Our Government is intensely proud of our men and women in the Canadian Armed Forces, and we are grateful for their service and sacrifice. To combat mental illness in support of our military members and veterans we are investing further in education and treatment, providing greater support to families, and better harnessing technology and research. These initiatives underscore our unwavering commitment to our military community," stated Defence Minister Rob Nicholson.

The CAF continues to strive to conduct research and improve preventive measures and clinical care related to mental illness for the benefit not only of CAF members and their families, but all Canadians.

TREATMENT AND EDUCATION

In the fall of 2015, VAC will open a new Halifax Operational Stress Injury clinic to provide full assessment, diagnosis and treatment services for veterans and their families who are living with operational stress injuries.

"The Road to Mental Readiness" education campaign will be expanded to further reach CAF members and their families. This program helps increase CAF member and family resilience to mental illness and injury, promotes awareness of mental health treatments, and continues the campaign to reduce stigma associated with mental health.

VAC, in partnership with the Mental Health Commission of Canada, will develop a veterans-specific Mental Health First Aid training program across Canada which will be delivered to an estimated 3,600 veterans, their families and caregivers over the next five years.

TECHNOLOGY

The capacity to digitize CAF member health records will be increased, to speed the transfer of medical documentation to VAC.

Working with civilian partners, DND and the CAF will acquire access to specialized brain-imaging technology to improve Canadian understanding of mental illness, enable further research in diagnosis and treatment, and help improve treatment for CAF members and veterans.

SUPPORT TO FAMILIES

The peer support program for members, veterans, and their families living with operational stress injuries will be augmented with additional staff to meet the needs of the military community. The Operational Stress Injury Social Support (OSSIS) services are a lifeline for CAF and Veterans' families seeking immediate assistance, with no requirements for referrals. Up to 2,200 veterans and their families will benefit from this expansion over the first five years.

A new four-year pilot project will expand access to the Military Family Resource Centres at seven locations to medically releasing CAF personnel and their families for two years post release. Military family resources are available at military establishments across Canada, through the 1-800 Family Information Line, and at **FamilyForce.ca**. Up to 1,200 medically releasing veterans and their families will take part in the pilot.

RESEARCH

Additional research will be conducted to find better treatments, promote faster recoveries, and achieve better outcomes for veterans and serving members with mental health conditions and their families.

Investments will be made to better understand transition from military to civilian life, enhance understanding of veteran suicides to guide suicide prevention activities, improve the recognition, diagnosis and treatment of mental illness in veterans, and support the development of national standards and a certification process for psychiatric service dogs. ◆

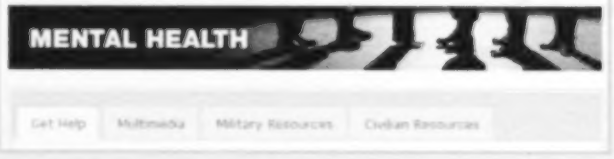
New Online Mental Health Section for Military and Civilian Members

A new section dedicated to mental health information and resources pertinent to all members of the Defence Team was launched on the Defence Team Intranet website in mid-November.

The DND/CAF have long demonstrated a commitment to the support and well-being of our personnel through the variety of programs and services designed to address mental health and the stigmas of mental illness. Historically, these resources have been housed on a variety of internet and intranet websites. Consistent with institutional values of strengthening the Defence Team, an opportunity was seized to create a united climate of information and understanding about this important topic.

The new "Mental Health" section unifies these disparate programs and services for the first time for all members of the Defence Team. The intention of the section is to permit quick and easy access by all Defence Team members to the full spectrum of mental health resources and information available to them.

Visit the new Mental Health section at: **dt-ed.mil.ca/mh-sm/index-eng.asp#tabs-1**.



NEW ONLINE MENTAL HEALTH COURSE for Managers

Are you prepared to support your employees in their time of personal crisis?

Civilian managers and military managers of civilians will soon have access to a new course offering valuable training on how to better manage civilian employees experiencing mental health challenges. The course, titled "Mental Health in the Workplace for Managers" Defence Learning Network (DLN): http://dln-rad.mil.ca/Saba/Web/Web/Main.

According to Cynthia Binnington, Assistant Deputy Minister (Human Resources-Civilian), "the four-hour online course is designed to increase [managers'] confidence in managing mental health issues while providing tips, tools and resources to help them support their employees who may be experiencing mental distress."

"It is with great pride that I introduce this next in a series of developing educational products to raise awareness of mental health and mental illness in the workplace," she said.

DEFENCE LEADERSHIP CURRICULUM

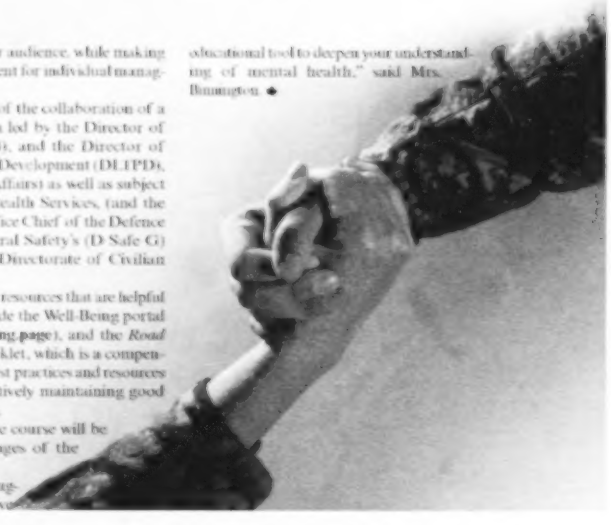
As part of the Defence Leadership Curriculum, the one-day classroom training, "Mental Health for Managers of Civilian Employees" has been offered throughout regional Learning and Career Centres (LCC) since 2009 and more than 900 managers across the regions have participated in this training over the last four years. The move to offering the course online opens this training to a much broader audience, while making taking the course much more convenient for individual managers and supervisors.

The online course is the product of the collaboration of a multidisciplinary development team led by the Director of Diversity and Well-Being (DDWB), and the Director of Learning, Training and Professional Development (DLTPD), Assistant Deputy Minister (Public Affairs) as well as subject matter experts which include CF Health Services, (and the former Joint Speakers Bureau), the Vice Chief of the Defence Staff (VCDS) Directorate of General Safety's (D Safe G) Return to Work Program and the Directorate of Civilian Labour Relations.

HR-Civ offers other mental health resources that are helpful to all civilian employees. These include the Well-Being portal (**http://hrciv-rhciv.mil.ca/en/c-wellbeing.page**), and the *Road Map to Optimum Mental Health* booklet, which is a compendium of simple and quick-reference best practices and resources and provides a foundation for effectively maintaining good mental health and overall well-being.

Additional information about the course will be available on the Mental Health pages of the Defence Team Intranet website.

"I encourage all Department managers to take advantage of this innovative educational tool to deepen your understanding of mental health," said Mrs. Binnington. ◆



BUILDING VIRTUAL CONNECTIONS FOR CAF FAMILIES

Virtual Outreach is a tool that connects CAF families to one another, shares valuable information and provides a networking vehicle all from the comfort of their computer. It provides convenient and enhanced access to programs and services for all CAF families regardless of their geographic location.

Virtual programs have been used for the last four years in Europe, benefiting more than 600 CAF families living in 16 countries. Programs have included employment and scholarship workshops, weight wellness, a virtual book club and open forum discussion groups, to name a few.

Live Program – Virtual Audience

Adapting a live program to a virtual audience requires creativity, patience, expertise and understanding of participant learning styles. Presenters must have an understanding of the importance of creating engaging sessions that enhance collaboration and input during informative workshops. Each presenter works with a producer who helps to navigate the technological aspects of virtual outreach in order to alleviate natural fears that some participants may have in joining a virtual workshop for the first time. When done properly, virtual programs are fun, enticing and interactive.

In the spring of 2014, Military Family Services Europe partnered with Military Family Resource Centre (MFRC) – National Capital Region (NCR) to host training sessions on how to tailor a live program to a virtual audience. This pilot session included participants from MFRC across the country and around the world. Based on its success, the lessons learned were compiled and streamlined into Virtual Outreach training that will be offered to all MFRC over the next 18 months.

Virtual Online Training

Since October, one staff from each MFRC and several representatives from Military Family Services have the opportunity to partake in virtual online training to learn the step-by-step processes of designing, producing and facilitating a virtual workshop. The Virtual Outreach training is a hands-on, step-by-step, 12-week series covering the beginner, intermediate and advanced levels of virtual classroom techniques. In this series participants will:

- Practice using the tools to engage participants in a virtual classroom.
- Learn about best practices and troubleshooting tips.
- Understand the importance of adapting the workshops to include activities that address different participant learning styles.
- Learn about the importance of scripting in order to deliver quality virtual programming in a timely fashion.
- Network and share virtual presentation ideas.
- Present and produce virtual classroom ice-breakers and presentations.

The team looks forward to working towards bringing Virtual Outreach to any CAF family, regardless of their posting location. For more information on adapting live presentations to a virtual audience, please contact Margaret MacKenzie, Virtual Program Coordinator for the MFRC – NCR. Ms. MacKenzie earned the Chief of the Defence Staff Distinguished Service Award in June 2013 for leading her team in developing quality Virtual Outreach programs for all CAF families, regardless of their location. ◆

EMPLOYEE ASSISTANCE PROGRAM
SATISFACTION SURVEY
COMING IN 2015

The Employee Assistance Program (EAP) Satisfaction Survey will be released early in 2015 by email to all civilian employees and all managers of civilians, including those in the military.

The survey is your opportunity to tell us how you feel about the EAP services provided within DND.

- **Civilian employees:** Please take a few moments to complete this vital survey.
- **Managers of civilians:** Please allow your personnel time to complete the survey, and also take a moment to complete the survey yourself.

For information on the EAP, visit:
hrciv-rhciv.mil.ca/en/e-employee-assistance-program.page.

DON'T KNOW
WHERE TO TURN?
EAP can help.

CONTINUING EDUCATION PROGRAMS
FOR CAF MEMBERS AND FAMILIES

Family members often make sacrifices for one another. For many military spouses, sacrifice may come in the form of holding off on educational or professional pursuits while in charge of the day-to-day care of the family and organizing the household while the military member is away on training or operations. The limitations imposed by frequent relocations with the military also take priority. However, pursuing higher learning or professional training has gotten easier and there are initiatives in place to help make education aspirations more attainable.

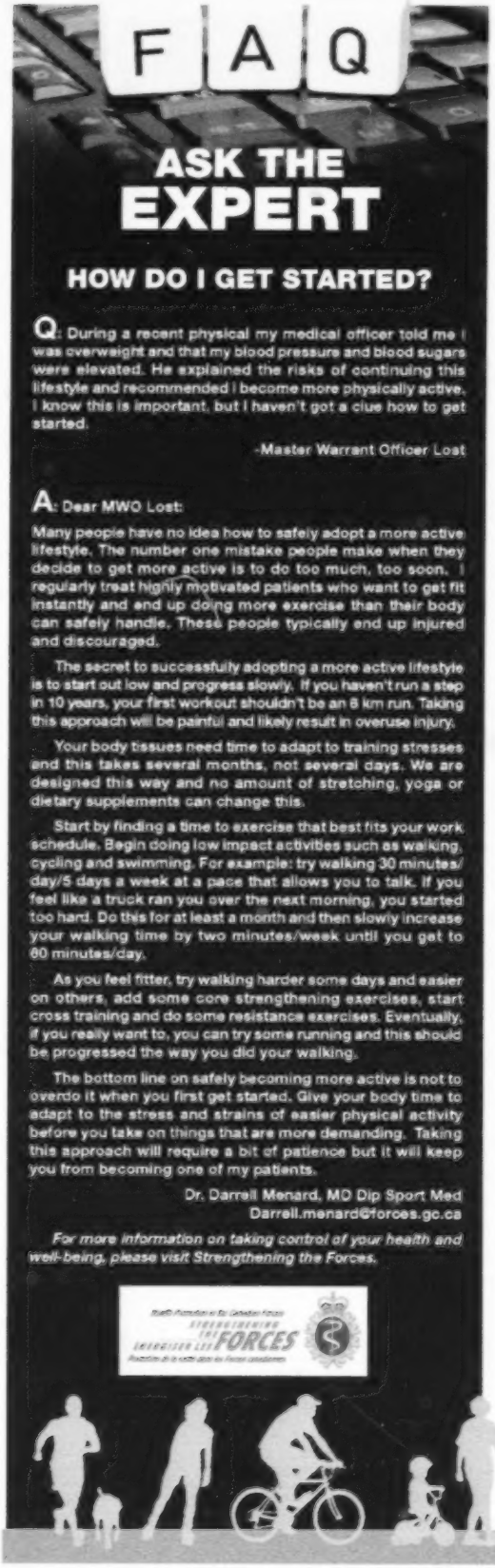
College Transferability Network

Historically, it has been problematic for military family members to transfer educational credits from one institution to the next. Understanding the challenges of regular military postings, the Royal Canadian Air Force and North Island College in British Columbia hosted a summit in 2013 with the aim of expanding educational opportunities for military families. What ensued was the development of the College Transferability Network, a community of public colleges, nine to-date, that have signed a memorandum of understanding to foster a barrier-free learning environment for military families. Military family members are being supported through this network to make their educational goals a reality.

Supporting the educational goals of military members and their families is not new. More than 40 years ago, the University of Manitoba began assisting military members and their spouses through their Military Support Office. The university continues this support today by granting university credit for military courses and training, as well as providing military members and their civilian spouses services which include credit assessment and transfer, program advising and planning and other administrative support.

Education Options

The Military Support Office at the University of Manitoba and now the College Transferability Network provide options that significantly reduce completion time and expenses for many military members and families who are interested in earning a certificate, diploma or degree. If you would like guidance in exploring the various resources or opportunities that are available, you can begin by contacting a Military Family Resource Centre in your area or calling the Family Information Line at 1-800-866-4546. Whether you are looking to enhance a skill, receive a qualification or simply learn something new, know that educational support is available to help you reach your goal. ◆



Q: During a recent physical my medical officer told me I was overweight and that my blood pressure and blood sugars were elevated. He explained the risks of continuing this lifestyle and recommended I become more physically active. I know this is important, but I haven't got a clue how to get started.

-Master Warrant Officer Lost

A: Dear MWO Lost:

Many people have no idea how to safely adopt a more active lifestyle. The number one mistake people make when they decide to get more active is to do too much, too soon. I regularly treat highly motivated patients who want to get fit instantly and end up doing more exercise than their body can safely handle. These people typically end up injured and discouraged.

The secret to successfully adopting a more active lifestyle is to start out low and progress slowly. If you haven't run a step in 10 years, your first workout shouldn't be an 8 km run. Taking this approach will be painful and likely result in overuse injury.

Your body tissues need time to adapt to training stresses and this takes several months, not several days. We are designed this way and no amount of stretching, yoga or dietary supplements can change this.

Start by finding a time to exercise that best fits your work schedule. Begin doing low impact activities such as walking, cycling and swimming. For example: try walking 30 minutes/day/5 days a week at a pace that allows you to talk. If you feel like a truck ran you over the next morning, you started too hard. Do this for at least a month and then slowly increase your walking time by two minutes/week until you get to 60 minutes/day.

As you feel fitter, try walking harder some days and easier on others, add some core strengthening exercises, start cross training and do some resistance exercises. Eventually, if you really want to, you can try some running and this should be progressed the way you did your walking.

The bottom line on safely becoming more active is not to overdo it when you first get started. Give your body time to adapt to the stress and strains of easier physical activity before you take on things that are more demanding. Taking this approach will require a bit of patience but it will keep you from becoming one of my patients.

Dr. Darrell Menard, MD Dip Sport Med
Darrell.menard@forces.gc.ca

For more information on taking control of your health and well-being, please visit Strengthening the Forces.

PROTECT YOURSELF –CARBON MONOXIDE

What's the big deal?
Carbon monoxide poisoning is the number one cause of accidental poisoning deaths in North America. Know the facts.

What is carbon monoxide?
Carbon monoxide is a gas that you can't see, smell or taste. It is produced by gas or oil furnaces, space and water heaters, clothes dryers, ovens, wood stoves and other household appliances that run on fossil fuels such as wood, gas, oil or coal.

Why is carbon monoxide so deadly?
When you inhale carbon monoxide, it can cause brain damage, suffocation or death. Because you cannot see, smell or taste this deadly gas, poisoning can happen to anyone, anytime, anywhere. Everyone is at risk, but pregnant women, young children, senior citizens and people with heart and lung problems are at greater risk. If your home is well-sealed or not well ventilated, the levels of carbon monoxide in the air may easily rise to deadly levels.

Warning signs
Carbon monoxide poisoning and the flu seem a lot alike at first. Early warning signs of low-level poisoning include tiredness, headaches, dizziness, nausea or vomiting and shortness of breath. Your skin may also turn pink or red in response to rising blood pressure. If you experience any of these symptoms, you may be suffering from carbon monoxide poisoning and should call 911, as well as talk to your doctor.

Protect yourself

- Install at least one carbon monoxide detector on every level of your home, especially outside sleeping areas. There are several types of detectors, including battery-operated and plug-in models. Install the carbon monoxide detector according to the manufacturer's instructions.
- Have a qualified service technician inspect and clean your fuel-burning appliances, furnace, vent pipe and chimney flues once a year. Birds' nests, twigs and old mortar in chimneys can block proper ventilation and lead to build-up of carbon monoxide gas in the home.

Maintenance
Test your carbon monoxide detector regularly to make sure it is operating properly. The owner's manual should tell you how to test your alarm. Remember to check the manual for information on when to buy a new carbon monoxide detector.

What should you do if the detector alarm sounds?
If the detector sounds, you and all members of your household should leave your home immediately. From outside the home, call 911. Don't go back inside until the problem has been found and corrected. The Fire Services will inspect your home to find the source of the carbon monoxide. ♣

2014 SPORTS DAY IN CANADA

The CAF, along with Canadians across the country, participated in the fifth annual Sports Day in Canada activities on November 28-29. Sports Day in Canada, presented by ParticipACTION, CBC and True Sport, is a national celebration of the power of sport at all levels to build community and get Canadians moving from coast-to-coast-to-coast!

CAF events were organized by the Personnel Support Programs (PSP), a division of the Canadian Forces Morale and Welfare Services. Sports Day activities on November 28 focussed on military sports, while November 29 activities focussed on community recreation programs, clubs and military families.

The CDS guidance to the CAF highlights a requirement for the CAF to continue its efforts in vigorously strengthening its culture of fitness. Sports are seen as a critical enabler to achieving this aim, while also contributing to the continued development of CAF personnel by enhancing leadership skills, promoting esprit de corps and fostering the warrior spirit. A well-balanced recreation program that includes community sports, helps improve physical and mental health, promotes community integration and builds family relationships.

Over a million Canadians participated in a variety of activities during the week leading up to the November 29 Sports Day in Canada CBC broadcast. For more information on Sports Day in Canada, visit: **sportsday.cbc.ca** or contact your local PSP staff: **www.cfgateway.ca**. ♣

KEEPING THE DEFENCE TEAM HEALTHY

MAROON BERETS MEET SERVING PARATROOPERS

MWO (Ret) Mervin Jones' military career began just after his 18th birthday.

Planning for Operation NEPTUNE or as we call it, D-Day, began in 1943 but it did not actually happen until June 6, 1944. Paratroopers – military parachutists – would lead the attack on German operations in France, among them 1st Canadian Parachute Battalion soldiers, including Master Warrant Officer (Ret) Mervin Jones and Captain (Ret) John Ross.

"You might be shot out of the air; you might land on a minefield; you might get caught in bad weather and be moved from the drop zone; you might get lost in enemy territory; and you might get caught and become a prisoner of war like I was," MWO Jones recalls, describing some of the risks they faced some 70 years ago, when hundreds of paratroopers jumped out of airplanes into the wind with no idea what was awaiting them below.

Encumbered with about 45 kg of equipment, MWO Jones and Capt Ross sat cramped with their comrades in airplane holds, surrounded by smoke and pulsating nervous energy hoping that they would make it to the ground alive and live long enough to defend themselves against the enemy.

ONLY SURVIVING VETERANS

MWO Jones, one of Canada's only two surviving Second World War paratroopers, shared his combat experience from his residence in Ottawa, in the company of Sergeant Gregory Royce, a currently serving infantry paratrooper with 3rd Battalion, The Royal Canadian Regiment, based in Petawawa, Ont. and an Afghanistan veteran.

"When we go in behind enemy lines, we go in pretty light and the best tools at our disposal are ingenuity and self-reliance. It's a one-shot deal, once we land on the ground there is no going back. We are on our own and isolated until our land support arrives," says Sgt Royce.

During the Second World War, militaries across the world were just forming paratrooper outfits, as battles raged through most of Europe. Capt Ross volunteered for paratrooper training and became qualified after eight jumps. His 13th jump occurred on D-Day.

"We formed the eastern edge of the invasion efforts. We were to occupy the high ground, blow up the bridges and prevent the Germans from attacking from the east," recalls Capt Ross. "We were supposed to only be in Normandy for a few days until seaborne soldiers landed. Only problem is nobody thought to tell the Germans that and they did not go along with our plans."

PHOTO: Cpl Philippe Archambault

Sgt Gregory Royce, a paratrooper from 3 RCR and Second World War, Canadian paratrooper veteran, MWO (Ret) Mervin Jones chatted during a meeting in Ottawa.

BEING A PARATROOPER

To become a paratrooper today, as it was in years past, a soldier must volunteer, which allows for the highest calibre of paratroopers – either men or women who want a jump role.

"Everyone who volunteers to become a paratrooper wants to be there and so the calibre of our men and women is very high," says Sgt Royce.

Paratroopers are a tactical advantage – one that allows large numbers of soldiers to be quickly inserted from the air into any battlefield where they are readily positioned to support land force troops. In fact, paratroopers that landed in the French countryside during the Second World War were essential players, as they would be in any current or future conflict.

"We all have our roles to play but in being a paratrooper, we have built stronger bonds among ourselves and our counterparts. We can be deployed rapidly and that is important to any battle. It makes us a different kind of soldier, with a different mindset," says Sgt Royce. ◆

Heroes' Park honours those who serve

A recent ribbon-cutting ceremony celebrating the opening of the Heroes Park in Montréal was attended by Governor General David Johnston and Second World War veteran, Joseph William Ross, whose service included the Normandy Landing on June 6, 1944.

"It is a pleasure to be here for the dedication of this park in honour of the military personnel, community police officers, RCMP officers, firefighters, paramedics and first responders who bravely serve this community and this country," said The Governor General. "Many of Canada's most precious values – the rule of law, the protection of human rights, care for the health and well-being of others – would be severely compromised without the support of these exemplary Canadians."

PARK CREATOR

The park and cenotaph are the brainchild of Heroes Committee chair Major Richard Gratton. In 2010, while deployed to Afghanistan, Maj Gratton created the idea of a unique commemorative space to recognize the honour, service and sacrifice of military personnel, police officers, firefighters, paramedics and first responders.

"This is a dream come true for me. It's a sanctuary that highlights the service and commitment of all those who, in the course of duty, risked their lives or made the ultimate sacrifice," said Maj Gratton. "This park symbolizes our appreciation for those who protect our past, our present and our future, because we have a collective duty of remembrance."

PARK INSPIRATION

Inspired by the European tradition where schools help to maintain memorials and organize remembrance activities, the heroes committee worked closely with the administrators, teachers and students at Beaconsfield High School to develop the park.

Beaconsfield High School contributed to the project by creating a time capsule which was buried near the cenotaph on November 11. The capsule contains messages of hope for the future generation, when the capsule is opened on the 200th anniversary of the First World War in 2114.

Heroes Park is located at the intersection of Beaconsfield Boulevard and Shore Road on Montréal's West Island.

THE WAR OF 1812 MONUMENT: TRIUMPH THROUGH DIVERSITY

The War of 1812 monument was unveiled on November 6, marking the 200th anniversary of the Battle of Malcolm's Mills, the last battle to take place on Canadian soil during the War of 1812.

Prominently located on Parliament Hill, the War of 1812 Monument has a direct view of the National War Memorial, the Tomb of the Unknown Soldier and the Valiants Memorial, all which mark major conflicts in Canada's history. This monument is a national tribute to the spirit, courage and bravery of those who served and successfully defended their land in the fight for Canada.

MONUMENT DESCRIPTION

The national design, entitled Triumph Through Diversity, was created by Toronto sculptor Adrienne Alison. Made of sculpted granite, the platform evokes the ruggedness of the land in the 1800s and the nearby rocky cliff of Parliament Hill. Two granite boat-shaped pieces represent the maritime theatre of war and echo the Gothic arches of the Parliament Buildings. On top of the three platforms sit seven bronze figures, each more than two metres high, represent the key combatants that came together to defeat the American invasion: a Métis fighter firing a cannon; a woman bandaging the arm of a Voltigeur; a Royal Navy sailor pulling a rope; a First Nations warrior pointing to the distance; a Canadian militiaman raising his arm in triumph, and a British Regular firing a musket. ◆

EXHIBIT HONOURS THOSE CALLED TO SERVE

St. James Anglican Cathedral in Toronto hosted an historical military chaplains' exhibit for all faiths and attracted more than 100 people each day from November 6 to 16, with the Sunday before Remembrance Day drawing over 2,000 attendees.

The Cathedral marked the 100th anniversary of the start of the First World War by displaying items of military significance, as well as a multi-faith aspect. The exhibit, *Called to Serve: An Exhibit Honouring Canada's Military Chaplains of All Faiths*, focussed on the ministry of chaplains of all faiths throughout the history of the CAF.

The display had three mannequins wearing combat dress from that period of chaplains serving in the Royal Canadian Navy, the Canadian Army and the Royal Canadian Air Force. In the chapel was a display of poppies; an interactive station for children as volunteers helped them make a poppy for the display, while learning about the significance of the symbol.

Historic Items, Information and Stories

The church displayed photos and information about the ministry chaplains have provided to Canadians in times of war and peace for the last 120 years – from the Boer War to the present day. There were stories from Jewish, Christian and Muslim chaplains, a testament to the pluralistic environment of our Canadian military and the inter-faith nature of the Royal Canadian Chaplain Service.

Displays of historical items included everything from religious items used by chaplains, to the stretchers and first aid kits used by the field hospitals and dressing stations and a beautifully embroidered stole found on the battlefield in Flanders in 1916. There was a hooked rug made out of old military uniforms and stump socks, in memory of Lieutenant-Colonel Padre Sidney Lambert, who helped form the War Amps Association upon his return home after losing his leg in the First World War.

CF Chaplain School and Centre contribution

The CF Chaplain School and Centre loaned several items including the Communion Kit of Colonel Padre John Almond, who served in both the Boer War and the First World War; the preaching scarf of Major Padre John Weir Foote, VC; as well as the prayer book Padre Foote had with him during his time in the Prisoner of War camp in the Second World War. ◆

Bruce Cox and Dianne Algera examine items on display at "Called to Serve". Mr. Cox loaned a coat along with a very well-used prayer book which was given to him by a Canadian military chaplain just prior to being taken prisoner of war.

PHOTO: Michael Hudson Photography

DEFENCE ETHICS PROGRAMME / PROGRAMME D'ÉTHIQUE DE LA DÉFENSE

Defence Ethics Programme

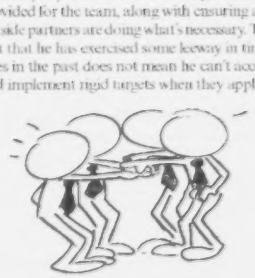
Ethically, What Would You Do? Commentary on "Whatever It Takes!"

Thank you to all the readers who engaged with the Defence Ethics Program on last month's scenario. Reader feedback seems to be rapidly growing in volume since we started sharing it with our readership. Thanks also to those who are proposing scenarios of their own! Please keep them coming.

November's civilian-flavoured scenario on excellent looking results vs. healthy and cohesive teams suggested solutions from readers that ran the gamut from hiring Arturo with a coach, to hiring Elizabeth with a coach, to hiring both of them to work as a team to coach each other, to having either one report to the other. Of those who suggested hiring both, assuming that the resources existed to place these two on the same project, some suggested they be placed as co-leads which could potentially be tricky when they disagree about management decisions, while others wanted Elizabeth reporting to Arturo - which sounds like the rest of the team might be reporting to Elizabeth, in spite of Arturo's benevolent presence, and yet others proposed the reverse. There was even a proposal to hire Elizabeth for Phase 1 and then swap her for Arturo for Phase 2 once the project had progressed and the increasingly stressed team could likely use more compassionate support.

Those proposing Elizabeth alone used the argument that some projects of sufficient gravity and urgency would justify the stress on team members, who could be amply rewarded for their sacrifice. The unpleasant team dynamics could be tolerated "for the good of the organization" and important results ought to take precedence over the "feel good" of staff. There are perhaps two convincing arguments for choosing Arturo. One is that he likely does not need Elizabeth for his team to get the job done well, on time and on budget. Arturo is an excellent people manager and a reasonably good project manager. All he really needs are individuals with the relevant skills and reasonable collaborative ability and the organization should be able to provide this given the project's importance. Based on his people skills, Arturo has the better prospect to quickly build and sustain cohesion in the team through the life of the project so that nothing gets in the way of applying team skills to their full potential. This assumes other necessary partners for success elsewhere in the organization have also received the memo about the critical priority of this project; if they haven't, Elizabeth would have to contend with the same problem.

The higher level management overseeing the project should regularly confirm to Arturo the stringent project parameters and ensure proper financial tracking skills are provided for the team, along with ensuring any outside partners are doing what's necessary. The fact that he has exercised some leeway in timelines in the past does not mean he can't accept and implement rigid targets when they apply.



The second compelling argument for Arturo is that Elizabeth is not a strong leader. She may be frightening to some subordinates and fear can motivate to a degree, but that is something very different. She is working in contravention of a large number of Defence Team principles, values and expected behaviours for the sake of just one: providing effective and, at least on the face of it, quality services. Treat every person with respect and fairness. Contribute to a healthy work environment free from reprisal. Act to maintain the trust of DND, the CAF, supervisors and subordinates. Consider the present and long-term effects of actions. Promote teamwork … the list of values and ethics goes on. Values are not worth the paper they are written on if they are considered disposable in times of crisis. All staff are the proper assets of the Defence Team and "not Elizabeth's to risk". Looking at the choice in terms of its likely consequences, if Elizabeth takes the job, many of the high quality team resources under her "will probably say no the next time they are asked to join a 'tiger team.' The notorious phrase "the ends justify the means" is shown to be self-defeating here.

It's very unfortunate that Elizabeth seems unable or unwilling to change her management style, nor does changing it seem sufficiently important to those ineffectively managing her development up to now. She is already operating destructively beyond her leadership capacity, though she might see things otherwise. Putting it another way, "even combat missions have unacceptable casualty rates". If Arturo has not yet had the benefit of relevant coaching, he is more likely to enhance his ability to produce on time and budget with it, being a person who "is likely capable of introspection".

*All quotes in this commentary are excerpted from reader comments.

Reader feedback is welcome at: Ethics-Ethique@CRS.DEP@Ottawa-Hull.

Canadian Army tests Excalibur "SMART" artillery round

It was a ground-breaking day for the Royal Canadian Artillery (RCA) when they successfully test-fired a Global Positioning System (GPS)-guided 155 mm artillery shell. The trial of the newest generation of Excalibur proved the mettle of a shell that is unmatched for precision, range and accuracy. Already used effectively to save lives and reduce collateral damage in Afghanistan, the first firing of Excalibur shells in Canada took place at Defence Research and Development Canada's (DRDC's) Suffield, Alberta Experimental Proving Ground. The Excalibur round exceeded all expectations.

"The test firing was considered a success and the Excalibur round will very likely be accepted into service in the Canadian Armed Forces," said Captain Greg Keach, Director Land Requirements 2-2-2 and project director, Lightweight Towed Howitzer project. "The Excalibur test rounds were amazingly accurate," said Capt Keach. "We shot three from an M-777 lightweight Howitzer. Two of them struck and functioned on a five-by-five metre target with unbelievable accuracy, well within the range of acceptable and planned accuracy for the round. Both of them were textbook."

Digitization for "Smart" rounds

Another important feature that was trialed was the digitization of fire orders. The Excalibur "smart" rounds, unlike conventional rounds, need data and, therefore, the fire order method required an update.

"Fire orders are still primarily sent by voice. A lot of our allies are moving to full digitization of the fire order. It's better than sending data by voice because it helps remove any potential human errors," said Capt Keach. "As well, the data can be encrypted for additional operational security."

Excalibur shells – or bullets in artillery slang – can be precisely guided to targets up to more than 35 km away and yet have the built-in technology and fail-safe mechanisms to automatically switch off and not detonate if there is a failure that causes them to land outside their designated target zone.

"Conventional artillery is known as an area weapon. Generally, you can't shoot one bullet to take out a car or the corner of a building where an insurgent sniper may be firing. It's known as an area weapon because you fire a number of projectiles to neutralize the target area," says Capt Keach.

A decade in development

Developed over a 10-year period, Excalibur's final testing was completed in 2007 and used with success in Afghanistan and Iraq. Although more expensive than regular artillery rounds, one Excalibur can neutralize a target whereas conventional artillery would require dozens of rounds before having a direct hit on the target.

"The Excalibur artillery shell represents a precision capability that enables the Canadian Army to bring to bear scalable, reliable and judicious effects at the right place and time to achieve mission objectives in the conduct of full spectrum operations," says Lieutenant-Colonel Stewart Taylor, commanding officer, 1st Regiment Royal Canadian Horse Artillery.

The addition of the Excalibur round to the Canadian inventory provides commanders with an optimized inventory of lethal weapons that mitigates against the unintended consequences of collateral damage to civilian risk objects. A clear example of the value of an Excalibur round is in urban warfare where the potential is extreme for soldier and civilian deaths, along with devastating property damage when conventional artillery fire is used. Excalibur shells can be fired within close proximity of friendly troops, a critical concern when infantry comes under sniper fire in urban areas. ◆

PHOTO: Cpl Alex Pariselli

An M-777 Light Howitzer is shown firing an Excalibur GPS-guided artillery shell.

CANADIAN ARMY RESTORES historical ties to division and ranks

The Canadian Army is working to restore key aspects of its identity, which includes changes to everything from organizational names to ranks and insignia.

"Our badges and flags, as our symbols along with our customs, traditions, and our soldiers' stories, are part of how the Canadian Army maintains pride and builds fighting spirit. The restoration of the Canadian Army's former identity enables today's soldiers – with stories from Afghanistan and UN missions – to share in and connect with the proud history and heritage of our veterans," said Patrick Bryden, the Canadian Army's Heritage Manager.

REVERTING BACK

Across Canada, the former Land Force Areas, which comprised the former Land Force Commands, are now proudly flying their five distinctive Second World War coloured Division flags at their Division Headquarters. The Canadian Army is also in the process of reverting back to its unique Corps identities – which includes featuring bilingual metal shoulder titles on uniforms – all while returning rank trade names to soldiers and rank insignia to officers.

General officers began to wear their restored rank insignia during Army Week in September, to mark the commencement of a larger scale rollout of the newly restored insignia to the officers of the Canadian Army. Colonels reintroduced their Army rank insignia in early November. Likewise, all honorary appointments (colonels-in-chief, colonels commandant, colonels of the regiment, and honorary colonels) across all units implemented the restored rank at the same time. The officers' rank features Corps coloured slip-ons to restore this part of the Army's history of uniqueness to personal identification.

While many Corps have informally continued to use the terms trooper, gunner, sapper, signaller, rifleman, and craftsman, these rank trade names were not in formal use. As a result, changes are being made to internal regulations and orders that will see the names to these and other ranks restored in 2015.

"As we roll-out the restored Canadian Army identity, I would like to encourage our soldiers to wear their new insignia with pride," said LGen Marquis Hainse, Commander of the Canadian Army. "Together, we stand strong, proud, and ready as we honour our connection to previous generations of warriors."

RECOGNIZED ARMY RANKS

The return to the common use of traditional and internationally recognized Army rank convention of stars and crowns has already received favourable comments from officers serving with NATO, who say that the restored Canadian rank is more easily recognized by our allies. The introduction of metal pin-on rank will also create long-term cost savings as the metal rank is a much more economical option than the cost of tailoring sleeve rank and officers can wear their newly promoted rank immediately.

"The changes to our nomenclature and our insignia represent not only a change to our identity, but a shift in our culture as an Army," said the Director of Land Personnel Management for the Canadian Army, Colonel Tim Young. "It is very timely that this change comes as we mark the commemoration of the 100th anniversary of the Canadian Army's role in the First World War and the 70th anniversary of the beginning of the Second World War."

During recent commemoration ceremonies in Holland, local citizens were quick to point out the very recognizable coloured Division patches that their fathers and mothers remember.

During a recent wreath laying, the Regimental Sergeant Major for the Algonquin Regiment, Kent Griffiths, noted: "I was quite surprised by the number of Dutch people who came up to me just to touch my 4th Canadian Division patch on my shoulder, connecting my attendance with their liberation by the green patches of our veterans. Our Canadian Army identity is still strongly remembered overseas."

THE ROLL OUT

Much work has already taken place and the Canadian Army is now rolling out the restored rank by officer cadets to lieutenant-colonels. These officers began to put up their restored rank on December 8 and all of those wearing the Army uniform will complete the introduction of the restored rank by February 2, 2015. ◆

All we want for Christmas is...

Deputy Minister Richard B. Fadden / Gen Tom Lawson, CDS

We wanted to take this occasion to reflect upon the challenges we've faced and the successes we've achieved working together this past year. To our military professionals who bring excellence and bravely take on our missions and operations – you make us proud. To our civilian Defence Team members – you are key enablers to our successes as a Department. Please take this time to rest and spend time with your families this holiday season. While you enjoy this pause, please take a moment to think of all of our members who are on duty at home and abroad, unable to be with their families. We wish to extend our warmest holiday wishes to all members of the Defence Team and all the very best for a happy New Year.

VAdm Mark Norman, Commander RCN

The holiday season is a time for quiet reflection, but also a time for looking ahead. This year has been remarkable and productive on many fronts and I am tremendously excited for the future. Not only because of the exciting new equipment coming to the waterfront, but because I am energized every day by the incredible work of our sailors and by the families who support them. I am also energized by our civilian workforce – including those who get our ships to sea and keep them there. I am proud to say we are more "One Navy" than ever before. Happy holidays, and best wishes for 2015!

Cynthia Binnington, ADM(HR-Civ)

On behalf of our phenomenal Civilian Human Resources team across this great county, I would like to wish you all Happy Holidays! Spend time with your families, recharge your batteries and be sure to get your 2015 staffing requests in early!

Edison Stewart, ADM(PA)

I want to thank my employees for a year filled with amazing work and accomplishments. This is the time of year to slow down and spend time with friends and family, while keeping the brave CAF members who are deployed away from their loved ones this holiday in our thoughts. Merry Christmas and happy holidays to the whole Defence Team and your families this season.

LGen Yvan Blondin, Commander RCAF

I wish all members of the Royal Canadian Air Force, the Canadian Armed Forces and our Defence Team a Merry Christmas and Happy Holidays. I know many of you are making sacrifices this season to keep us safe and defend Canada. My thoughts are with all of you, at home and in far off places. I wish you the very best in 2015.

LGen Guy Thibault, VCDS

What? Christmas Leave?? New Year's Leave??? Who authorised all this time off to be with families for well-deserved rest and relaxation? All I can say is that folks better hurry back to work after the holiday - we have lots to do in 2015! Signed with love and affection to the entire Defence Team. – VCDS

LGen Marquis Hainse, Commander CA

The holiday season I hope you will all take time to pause and reflect back on another outstanding year of accomplishments in service to Canada. I also remember those who will celebrate the holidays while deployed and all those soldiers who have sacrificed their lives or their physical and emotional health in service to our nation. We owe them all an incredible debt. I also think of our extended Army family who support our efforts – without that backing and personal sacrifice, we could not do everything the Army does for Canada. The Army Sergeant Major and I wish you and your families a Happy Holiday and a prosperous 2015.

LGen David Millar, CMP

I am humbled by the dedication and professionalism I have seen this past year from CAF members at all levels, the wider Defence Team, and from our partners, in keeping the well-being of our personnel and their families a top priority. I encourage you to take the time to thank your families and friends for the invaluable support they provide to you. Without them, we would not succeed. Please accept my sincere thanks and best wishes to you and yours.

Marc Fortin, ADM(S&T)

The holiday season is a special time to relax, reflect on our accomplishments, spend time with friends and family and recharge for the New Year. Wishing everyone in the Defence community, colleagues, friends, clients and your families the best things in life: peace, joy, health and happiness.

Jamie Pitfield, ADM(IE)

This has been a significant year as ADM (IE) has begun the process of Real Property management transformation at DND. Working closely with our colleagues in the CAF and in the Department, we will all be 1/3 of the way by April 1, 2015. I would like to wish all Defence Team members a very joyful and restful (ie: quiet) holiday season.

Len Bastien, ADM(IM)

The holidays are a special time of year. Whether you are looking forward to time with family and friends or just a few extra days' rest, I hope that each and every one of you will have a happy and safe holiday season.

Dear Santa:

Deputy Minister Richard B. Fadden:

... that everyone's inboxes remain empty over the holidays.
... that everyone listens to Christmas music in their office.
... that more Christmas music and decorations are left for me under the Christmas tree.
... that the entire Defence Team has a safe and restful holiday season.

LGen Marquis Hainse, Commander CA:

My wish is that Les Canadiens win the Stanley Cup next year and at the final game the VCDS sings O Canada.

LGen Yvan Blondin, Commander RCAF:

I'd like Santa to bring me a new set of golf clubs that guarantees a hole-in-one, and fine golfing weather every Saturday and Sunday, in every month of the year.

VAdm Mark Norman, Commander RCN:

Santa, as you make your way around the world, please stop by HMCS *Toronto* in the Mediterranean Sea, as well as all those who will be away from home at this special time, and let them know we're thinking of them.

Edison Stewart, ADM(PA) and Blueprint 2020 Champion:

More Blueprint 2020 accomplishments and innovative initiatives under the Christmas tree.

Cynthia Binnington, ADM(HR-Civ):

- 120% Completion rate for our 2013/14 Performance Agreements – let's show the other government departments that 100% won't cut it anymore!
- More lawyers to help us explain to central agencies why levels above 100% should be seen as "thinking outside the box" (and not as "illegal")
- Banishing the "We've Always Done it That Way" fairy and the "But This is What I Was Told" troll.

LGen David Millar, CMP:

My wish is simple; I wish for everyone else's wish to be granted.

Jamie Pitfield, ADM(IE):

I would ask for warmer weather and an immediate move to the Carling Campus as I live three km away.

Len Bastien, ADM(IM) :

- More Twitter followers than VAdm Mark Norman
- Louder socks than our own Kevin Lindsey

Marc Fortin, ADM(S&T) :

De regagner mon titre en tant que champion de la course tricycle de la CCMDTN.